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CERTIFICATE PROGRAM BUSINESS LEADERSHIP SKILLS FOR HUMAN RESOURCE PROFESSIONALS

12-course certificate series from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management.

Required Core Courses

LSM502 **Strategic Thinking**

LSM503 **Scenario Planning**

HAME507 **Mastering the Time Value of Money**

HAME513 **Understanding Financial Statements**

ILRSM509 **Developing an Agenda for Action**

ILRSM510 **Assessing Allies and Resistors**

ILRSM511 **Negotiating Support for Your Agenda**

ILRSM512 **Leading Your Coalition**

Plus, your choice of four elective courses from a select list noted within.



Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



Certificate Business Leadership Skills for Human Resource Professionals



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Overview

Business Leadership Skills for Human Resource Professionals is a 12-course series combining courses from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management. Taken together, these courses provide human-resource managers with a toolkit to think strategically, assess the financial implications of their decisions, develop and ensure the adoption of an agenda for change, and communicate with other business leaders.

The courses in this series prepare human resource managers to chart the future of their company as well as manage for bottom-line performance today, while providing engaging opportunities to specialize in a specific area of career interest.

Component Courses

Students earn the Certificate in Business Leadership Skills for Human Resource Professionals by completing a total of 12 courses: eight required core courses and two elective tracks, each of which comprises two courses.

Required Core Courses

- LSM502 **Strategic Thinking**
- LSM503 **Scenario Planning**
- HAME507 **Mastering the Time Value of Money**
- HAME513 **Understanding Financial Statements**
- ILRSM509 **Developing an Agenda for Action**
- ILRSM510 **Assessing Allies and Resisters**
- ILRSM511 **Negotiating Support for Your Agenda**
- ILRSM512 **Leading Your Coalition**

Elective Courses (Choose Four)

- ILRSM501 **Achieving High-Performance Work Practices**
- ILRSM502 **Managing Employment Issues in a Global Context**
- LSM506 **Executive Decision Making**
- LSM507 **Leading with Creativity**
- ILRSM503 **Alternative Dispute Resolution**
- ILRSM504 **Systems and Strategies for Managing Organizational Conflict**
- HAME508 **Making Capital Investment Decisions**
- HAME514 **Using Ratio Analysis to Evaluate Financial Performance**
- ILRHR513 **Internal Consulting Skills for HR Professionals**

Target Audience

This certificate series is designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization and contributing positively to the organization's financial performance.

Accreditation

Students who successfully complete all eight required courses and two elective tracks in this series will receive a Certificate in Business Leadership Skills for Human Resource Professionals from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management.



Course Overview

Strategic thinking is defined as both a way of looking at the world—particularly at challenging situations—and as a way of applying a set of techniques for framing and solving problems. It takes different forms in different situations, and certain levels of strategic thinking are more efficient for various industries and corporate cultures. In this course, participants learn the four basic levels of strategic thinking under which an organization can operate, and the circumstances under which an organization must shift to a higher strategic level. At the completion of the course, participants will be able to prepare a competitive analysis of an organization, with recommendations for strategic development based on an industry analysis and an understanding of the organization's history, culture, and current operations.

Target Audience

This course is essential for all levels of managers, directors, and company officers who are responsible for making their organization a leader in its industry.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify different levels of strategic thinking and determine which is optimal for their organization
- Determine the factors that influence organizations to change their level of strategic thinking
- Determine the core competencies and key success factors in an industry
- Apply the concept of strategic intent and evaluate its appropriateness in a specific organization or industry
- Prepare a competitive analysis of an organization

Course Benefits

In this course, participants will learn about:

- Four levels of strategic thinking and how to determine which level is optimum for an organization
- Circumstances under which organizations change levels of strategic thinking
- Strategic analysis models for their own industry
- Core competencies and industry success factors applicable to their organization
- Competitive analysis preparation for their organization

Certificate

This course is part of the following certificates:

- **Executive Leadership**, from Cornell University's Johnson Graduate School of Management, and School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Michael J. Hostetler
Director, Leadership Studies
Johnson Graduate School of Management
Cornell University



Course Overview

The complexities of rapidly expanding technology and economic globalization make it necessary for organizations to develop tools for strategic analysis to ensure their ability to compete as an industry leader. Scenario planning is a powerful tool used by the most successful corporations for strategic analysis and decision making, enabling an organization to chart a course or optimize its resource allocation in complex situations when the future is uncertain. In this course, participants learn to evaluate an organization's strategic position, competencies, and plans for expansion across a full range of potential future developments.

Target Audience

This course is vital for senior management and other key leaders in the organization in virtually any industry as they face the responsibilities of guiding their organizations to success in uncertain times.

Organizational Outcomes

Participants who complete this course will be able to:

- Assess whether scenario planning is right for their organization
- Collect and arrange the data necessary for planning a scenario
- Organize an effective team for scenario planning
- Assess their organization's current competencies and develop robust strategies for multiple scenarios
- Develop early warning indicators to identify emerging scenarios
- Identify new competencies and courses of action that will give their organization the greatest strategic advantage

Course Benefits

In this course, participants will learn about:

- The benefits and process of scenario planning
- Collecting data to identify and analyze trends and uncertainties
- Using acquired data to develop a successful scenario
- Determining core competencies and success factors in an organization
- Using scenario planning to determine future trends and create new competencies
- Designing and implementing a scenario-based analysis of their company and industry

Certificate

This course is part of the following certificates:

- **Executive Leadership**, from Cornell University's Johnson Graduate School of Management, and School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Michael J. Hostetler
Director, Leadership Studies
Johnson Graduate School of Management
Cornell University



Course Overview

In today's competitive business climate, it is imperative that executives know how to make key decisions quickly and decisively. Strategic decisions often entail considerable risks and can have long-range implications for the organization. In this course, participants will learn how to apply formal decision-making processes in order to reduce risk and choose the best course of action for their organization. They will learn methods and techniques for making critical decisions in a challenging environment with limited time and resources. This course focuses on how to maximize available assets, identify risks and obstacles, and gather the necessary data for an informed decision-making process.

Target Audience

This course is a priority for executives, managers, and team leaders responsible for their organizations' strategic and operational decisions.

Organizational Outcomes

Participants who complete this course will be able to:

- Gather crucial data and resources to inform the decision-making process
- Identify appropriate situations for involving others in a decision-making process
- Ascertain risks, uncertainties, and ambiguities in an executive decision-making environment
- Overcome organizational factors that complicate decision making
- Apply formal methods such as decision trees and Bayesian analysis to arrive at appropriate decisions

Course Benefits

In this course, participants learn about:

- Obstacles and limitations in the executive decision-making process
- Variables that affect the quality and effectiveness of decisions
- Data and resources necessary to inform the decision-making process
- Framework of strategic decision making
- Formal methods of executive decision making

Certificate

This course is part of the following certificates:

- **Executive Leadership**, from Cornell University's Johnson Graduate School of Management, and School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Judi W. Brownell, Ph.D.
Professor
School of Hotel Administration
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Course Overview

Organizations that understand the creative process and foster this with employees find themselves at the top of their industry. They know how to harness the creative power of their workforce to develop new products and services. The creative process that leads to this type of innovation is often veiled in mystery and the misconception that one must be gifted to be creative. Creativity, however, is as much a matter of technique as intelligence. In this course, participants will learn a series of individual and group techniques designed to cultivate organizational creativity and the development of new ideas. Participants will learn to enhance their capacity for creative thought and will be able to use their abilities to develop their organization's ability to be innovative, resulting in increased market share and profit.

Target Audience

This course is critical for executives, managers, and team leaders who are responsible for the growth and development of their organization. It is also crucial for any professionals who want to develop and enhance their own creative thought process.

Organizational Outcomes

Participants who complete this course will be able to:

- Greatly expand their own capacity for creative thought
- Foster creativity throughout a department or organization
- Utilize techniques for developing creative approaches to business challenges
- Identify and overcome features in an organization that limit creative potential
- Recommend steps to foster creativity

Course Benefits

In this course, participants will learn about:

- Individual and group techniques for generating new ideas
- Organizational and individual benefits gained from developing creative potential
- Creative development and tendencies that inform creative potential
- Creative approaches specifically targeted to business challenges
- Assessing creative development in individuals and groups
- Characteristics of creative organizations and how they can be applied to enhance productivity and profitability

Certificate

This course is part of the following certificates:

- **Executive Leadership**, from Cornell University's Johnson Graduate School of Management, and School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Florence Berger, Ph.D.
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Course Overview

In today's competitive business world, managers are charged with making many project-related decisions, often involving costs or revenues that will be encountered some time in the future. Managers need to have a fundamental understanding of the time value of money. In this course, participants develop that understanding. Using timelines and cash flow calculations they will learn to project cash flow, calculate payments, establish the value of securities and investments, and determine when it is more cost effective to lease or to buy.

Target Audience

This course is crucial for managers without a significant financial background who are charged with project planning, purchasing decisions, and planning capital budgeting projects.

Organizational Outcomes

After completing this course, participants will be able to:

- Make planning decisions in the present, based on the accurate calculation of cash flow projections
- Use a cash flow timeline to conceptualize time-value-of-money problems
- Use a financial calculator to solve time-value-of-money problems
- Calculate present and future values of payments, perpetuities, and annuities
- Use these concepts as a foundation for making capital investment decisions

Course Benefits

In this course, participants will learn about:

- Conceptual frameworks behind the timing of future cash flow
- Cash flow timelines as a tool for conceptualizing time-value-of-money problems
- Calculations of present and future values of lump sums
- Compounding and discounting factors
- Calculations of future and present values of perpetuities and annuities

Certificate

This course is part of the following certificates:

- **Financial Management**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Authors

Steven Carvell, Ph.D.
Associate Professor, Assistant Dean
School of Hotel Administration
Cornell University

Scott Gibson, Ph.D.
Assistant Professor
School of Hotel Administration
Cornell University



Course Overview

One of the most important aspects of a manager's job is to evaluate the feasibility of new initiatives and to make sound investment decisions. This includes conducting a thorough and reliable analysis using the appropriate financial decision-making tools. In this course, participants will learn six capital budgeting rules that provide a framework for making sound project investment decisions. Participants will examine how the rules differ from one another, and which rules are most appropriate for different project settings.

Target Audience

This course is important for managers, supervisors, and team leaders at any level who are responsible for project planning, purchasing decisions, capital budgeting projects, and other important initiatives for their organization.

Organizational Outcomes

Participants who complete this course will be able to:

- Apply capital budgeting decision rules to make sound financial choices
- Accurately analyze decisions and projects for financial soundness

Certificate

This course is part of the following certificates:

- **Financial Management**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management.

Course Benefits

In this course, participants learn about:

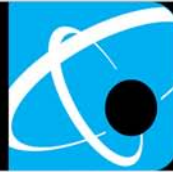
- How value is created in business
- Financial capital budgeting decision rules, and how they take the time value of money into account in providing a framework for making project investment decisions
- The strengths and weaknesses of the following financial decision rules:
 - Net Present Value
 - Internal Rate of Return
 - Payback Periods and Discounted Payback Periods
 - Profitability Index
 - Equivalent Annual Cost
- Which capital budgeting decision rules to apply to a specific situation

Faculty Authors

Steven Carvell, Ph.D.
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Scott Gibson, Ph.D.
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HAME513 Understanding Financial Statements



Course Overview

In order for organizations to succeed, leaders and managers must be able to accurately interpret and utilize financial reports. They must also be able to assess the overall financial performance of the organization, a particular department, or the competition, and then convey the organization's financial condition to its constituents. In this course, participants will learn how to read and interpret income statements, balance sheets, and cash flow statements. By understanding the information contained in each of these key reports, participants will have a solid foundation upon which to base more advanced analysis of their firm's financial performance.

Target Audience

This course is necessary for all professionals who deal with financial reports and need to understand how to accurately interpret and use the data to improve efficiency and productivity for their department and organization.

Organizational Outcomes

Participants who complete this course will be able to:

- Understand and interpret the information found in the three principle financial statements
- Understand how the three reports relate to one another and how they are combined (with additional information) to serve as an annual report
- Work with online sources of financial information to conduct research on publicly traded firms and industries

Course Benefits

In this course, participants learn about:

- The structure and purpose of income statements, balance sheets, and cash flow statements
- Line-by-line interpretation of income statements, balance sheets, and cash flow statements
- Leading online sources of publicly available financial information
- The function and components of an annual report

Certificate

This course is part of the following certificates:

- **Financial Management for Making Business Decisions**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

This course is an elective in the following Master Certificates:

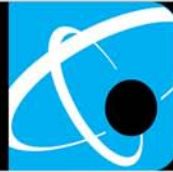
- **Foodservice Management**, from Cornell University's School of Hotel Administration
- **Essentials of Hospitality Management**, from Cornell University's School of Hotel Administration

Faculty Authors

Steven Carvell, Ph.D.
Associate Professor, Assistant Dean
School of Hotel Administration
Cornell University

Scott Gibson, Ph.D.
Assistant Professor
School of Hotel Administration
Cornell University

HAME514 Using Ratio Analysis to Evaluate Financial Performance



Course Overview

The ability of an organization to analyze its financial position is essential for improving its competitive position in the marketplace. Through a careful analysis of its financial performance, the organization can identify opportunities to improve performance at the department, unit, or organizational level. In this course, participants will learn to use several ratio analysis instruments to achieve a comprehensive understanding of a firm's financial performance and how the information can be used as a foundation upon which to design and implement initiatives for increased productivity and profitability.

Target Audience

This course is necessary for all professionals who deal with financial reports and need to understand how the data can be analyzed to accurately assess their organization's financial strength.

Organizational Outcomes

Participants who complete this course will be able to:

- Use ratio analysis to identify areas of strong financial performance and those that need improvement
- Accurately assess the financial performance of a department, unit, or organization relative to its competitors or to its own past performance

Course Benefits

In this course, participants learn about:

- The purpose and methods of asset management ratios
- Asset management ratios as a tool for evaluation and improvement
- Liquidity, coverage, and leverage ratios as tools for assessing short and long-term solvency
- Profitability ratios and Dupont analysis as instruments for determining profitability
- Equity price multiples and enterprise value multiples as devices for computing valuation

Certificate

This course is part of the following certificates:

- **Financial Management for Making Business Decisions**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

This course is an elective in the following Master Certificates:

- **Foodservice Management**, from Cornell University's School of Hotel Administration
- **Essentials of Hospitality Management**, from Cornell University's School of Hotel Administration

Faculty Authors

Steven Carvell, Ph.D.
Associate Professor, Assistant Dean
School of Hotel Administration
Cornell University

Scott Gibson, Ph.D.
Assistant Professor
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Cornell University

ILRHR513 Internal Consulting Skills for Human Resource Professionals



Course Overview

The role of the HR professional is being transformed from that of the guardians or enforcer of an organization's policies and procedures into that of a strategic business partner. As demands on and expectations of HR professionals change, they must continually develop new skills to add value to the organization. Essential skills of the HR Professional as Business Partner are consulting skills. As an internal consultant, HR professionals act as a proactive advisor providing critical input into the strategic initiatives of the organization and become increasingly involved in the implementation of strategies. As HR professionals take on these additional responsibilities, our role changes and we are able to have a greater impact on the organization.

Target Audience

This course is essential designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization and acting as an internal consultant.

Course Benefits

In this course, participants learn about:

- Redefining their role as proactive and advisory rather than reactive and authoritative
- The core skills required for effective consulting
- How to build and maintain credibility with their clients through intimate knowledge of their organization.
- The seven stages of the consulting process and how to implement them

Certificate

This course is part of the following certificates:

- Business Leadership Skills for Human Resource Professionals from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management.
- Systems and processes in Human Resources from Cornell University's School of Industrial and Labor Relations.

Faculty Authors

Robert Prescott
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University

Steve Steckler
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University



Course Overview

In a constantly changing and competitive global business environment, it is necessary for organizations to continually increase efficiency, productivity, and profitability through the introduction of high-performance work practices (HPWP). This type of change is generally met with resistance and controversy. In this course participants learn how to design and implement a successful strategy for introducing HPWP into unionized and non-unionized settings that minimizes resistance and gains support of the workforce. Beginning with a detailed analysis of a real-world case study, participants learn why it makes sense to introduce high-performance work practices systematically into the workplace and why it is essential to involve workers and union officials in the process of redesign as part of a successful collective bargaining process.

Target Audience

This course is essential for human resource and labor leaders, legal staff, and facility, business unit, and other managers working at all levels of organizations in virtually any industry sector who wish to create a receptive environment for implementing high-performance work systems.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify the most advantageous scope of change for their organization
- Anticipate controversial elements in their plan and minimize resistance
- Implement highly effective plans for team organization
- Design a compensation plan that ties pay to performance
- Develop a HPWP plan appropriate for their company

Course Benefits

In this course, participants learn about:

- Essential features of high-performance work practices
- How various HPWP strategies compliment each other
- How to introduce and involve workers and union officials in HPWP
- Work-team creation that effectively utilizes worker skills and problem-solving capabilities
- Compensation methods that support HPWP
- HPWP and its relationship to the collective bargaining process

Certificate

This course is part of the certificate **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Harry C. Katz, Ph.D.
Professor of Collective Bargaining
School of Industrial and Labor Relations
Cornell University

ILRSM502 Managing Employment Issues in a Global Context



Course Overview

Today's organizations operate in global markets where employment issues, regulations, and labor practices vary dramatically among countries and regions of the world. In order for officers and managers in multinational corporations to manage multiple, diverse branches of their business, they must understand workplace diversities and develop strong cross-cultural methods for handling them. In this course participants develop a global perspective of the variability and constantly changing labor issues in the regions where they operate. Participants explore international employment systems and examine several multinational case studies that will assist them in developing practical approaches for managing global employment issues and responding to international labor and human rights challenges.

Target Audience

This course is essential for human resource and labor leaders, legal staff, and facility, business unit, and other operations managers and directors of U.S.-based multinational corporations who need to manage unionized or non-unionized labor forces abroad.

Organizational Outcomes

Participants who complete this course will be able to:

- Manage work forces and labor relations in global settings
- Anticipate global labor relations and employment issues
- Respond effectively to labor rights pressures and challenges
- Design labor relations structures appropriate to multinational companies

Course Benefits

In this course, participants learn about:

- Employment systems used in other countries
- Identifying and adapting to international trends in labor relations
- Options for structuring human resources and industrial relations in multinational corporations
- International labor rights and standards

Certificate

This course is part of the following certificates:

- **Systems and processes in Human Resources**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Authors

Harry C. Katz, Ph.D.

Professor of Collective Bargaining
School of Industrial and Labor Relations
Cornell University

Sarosh Kuruvilla, Ph.D.

Professor
School of Industrial and Labor Relations
Cornell University



Course Overview

Each year the inefficient handling of organizational conflict results in loss of productivity and the expenditure of millions of dollars in costly and lengthy litigation. In this course participants analyze case studies illustrating why Alternative Dispute Resolution (ADR) is an effective alternative to costly litigation, and learn how to implement strategies such as arbitration, mediation, facilitation, and other third-party techniques to resolve workplace conflict. Participants also learn how to use ADR to minimize the future risks associated with common workplace disputes.

Target Audience

This course is essential for senior leadership, mid-level managers, department heads, and human-resource, business unit, and other managers working throughout the organization in virtually any industry. It is also indispensable for members of the legal community who advise organizations about employment practices.

Organizational Outcomes

Participants who complete this course will be able to:

- Differentiate between types of organizational conflict
- Determine which ADR tools, techniques, and processes are appropriate for their organizations
- Use ADR tools, techniques, and processes to resolve disputes in an organization
- Assess the cost benefits and reduce the risks of using ADR methods

Course Benefits

In this course, participants learn about:

- Social, organizational, and individual influences on organizations
- Risk profiles and precipitating events
- Methods of ADR
- Effective approaches to minimize specific risks
- Costs, benefits, and risks associated with ADR methods

Certificate

This course is part of the certificate **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Authors

David Lipsky, Ph.D.

Professor

Director, Institute on Conflict Resolution
School of Industrial and Labor Relations
Cornell University

Ronald L. Seeber, Ph.D.

Associate Professor and Associate Dean
Executive Director, Institute on Conflict Resolution
School of Industrial and Labor Relations
Cornell University

ILRSM504 Systems and Strategies for Managing Organizational Conflict



Course Overview

Workplace conflict is common in organizations. In order to manage this issue effectively and reduce the loss of productivity and high costs of litigation associated with it, modern organizations are developing specific strategies to identify and manage conflict. This course uses a fictional case study to teach participants how to design and implement an integrated conflict management system in their organizations and how to evaluate its effectiveness.

Target Audience

This course is essential for senior leadership, mid-level managers, department heads, and human resource, business unit and other managers working throughout the organization in virtually any industry. It is also indispensable for members of the legal community who advise organizations about employment practices.

Organizational Outcomes

Participants who complete this course will be able to:

- Outline a strategic approach to conflict management
- Design and develop an integrated conflict management system
- Implement an integrated conflict management system
- Evaluate the effectiveness of an integrated conflict management system

Course Benefits

In this course, participants learn about:

- Organizational conditions that favor the use of a conflict management system
- Assessing organizational readiness for a conflict management system
- Designing and supporting a conflict management system
- Implementation and training strategies
- Evaluation metrics for conflict management systems

Certificate

This course is part of the following certificates:

- **Systems and processes in Human Resources**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Authors

David Lipsky, Ph.D.

Professor

Director, Institute on Conflict Resolution

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Ronald L. Seeber, Ph.D.

Associate Professor and Associate Dean

Executive Director, Institute on Conflict Resolution

School of Industrial and Labor Relations

Cornell University



Course Overview

The many economic, competitive, and global factors that influence how organizations conduct business are constantly changing and evolving. The ability of organizations to understand these influences on their organizations and to respond and adapt to these changes is critical for long-term growth and survival. This course, the first in a four-course series, *Getting Things Done in Organizations: Creating Change and Building Support*, discusses change as a political process driven by individuals and leaders within the organization who emerge as change agents. To be effective, individuals must recognize the areas within the organization over which they can exercise control and the areas over which they cannot.

Target Audience

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Organizational Outcomes

Participants who complete this course will be able to:

- Evaluate their organization's environment
- Identify opportunities for change
- Understand change as a process of negotiation
- Develop an agenda for action based on the goals, culture, design, and work structure of the organization

Course Benefits

In this course, participants learn to:

- Understand the role of the leader and change agent as a proactive thinker
- Evaluate the change environment within the organization and their area of operation
- Identify opportunities for change within four main arenas of the organization
- Outline a plan that addresses one or more of these arenas
- Implement a 3-step model for action

Certificate

This course is part of the following certificates:

- **Studies in Proactive Leadership**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Samuel Bacharach, Ph.D.
Professor and Director, Institute for Workplace Studies
School of Industrial and Labor Relations
Cornell University



Course Overview

Implementing an agenda for action is a political process driven by individuals within the organization who emerge as change agents. Essential to their success is the understanding that all new initiatives attract both allies and resistors. This course, the second in a four-course series, *Getting Things Done in Organizations: Creating Change and Building Support*, teaches leaders how to frame their agenda in a way that helps them identify and assess potential allies and resistors to their initiative. With this understanding, participants will be able to anticipate and prepare for arguments resistors may use in their attempts to derail the initiative.

Target Audience

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Organizational Outcomes

Participants who complete this course will be able to:

- Map the allies, potential allies, and the resistors to their initiative
- Assess the attitude toward change of various actors in the organization
- Identify various agendas and styles
- Anticipate arguments against the agenda for action
- Explain the need for a coalition of support

Course Benefits

In this course, participants learn about:

- Agendas and styles
- Identifying key stakeholders
- Recognizing allies and resistors
- The mind-sets of potential allies and resistors to change
- Arguments against the agenda and how to anticipate them

Certificate

This course is part of the following certificates:

- **Studies in Proactive Leadership**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Samuel Bacharach, Ph.D.

Professor and Director, Institute for Workplace Studies
School of Industrial and Labor Relations
Cornell University



Course Overview

In these highly uncertain and turbulent times, going it alone is no longer a route to success; as a result, effective leaders build coalitions of support for their agenda and change initiatives. Leaders develop such coalitions by establishing their own credibility and the credibility of their agenda.

This course, the third in the series, *Getting Things Done in Organizations: Creating Change and Building Support*, is designed to:

- Help learners develop a “roadmap” for negotiating support for their action agenda
- Convey an understanding of the principles of bargaining power and influence in the process of negotiating a strategic initiative
- Help learners apply this conceptual model to their action agenda in their organization
- Help learners analyze the political agendas of others in the organization, identify sources of support for their agenda, and develop a strategy for building support for their initiative

Target Audience

This course is applicable to virtually any organization in any industry sector. Within the organization, the course specifically targets: Department heads, team leaders, managers at any level wanting to create change within the organization, and anyone wishing to know more about organizational analysis.

Course Benefits

In this course, participants learn about:

- Conditions that necessitate coalitions
- The dynamics of bargaining power
- The importance of credibility
- Gaining support for an agenda
- Justifying their actions
- Communicating their agenda
- Determining how many issues to focus on

Organizational Outcomes

Participants who complete this course will be able to:

- Describe why coalitions are critical to taking effective action
- Describe how coalitions increase your bargaining power
- Analyze the types of initial support you can build
- Develop strategies for getting initial support for your agenda
- Identify communications approaches that will be most effective
- Outline a strategy for getting others to buy-in to your agenda

Certificate

This course is part of the following certificates:

- **Studies in Proactive Leadership**, from Cornell University’s School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University’s School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

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Course Overview

Identifying what needs to get done, and how it should get done, is no longer sufficient in most organizations. A leader must have the skills to implement their initiative and to overcome the dynamics of opposition and resistance that exist in every organization.

This course, the fourth in the series, *Getting Things Done in Organizations: Creating Change and Building Support* is designed to help learners:

- Apply the leadership style appropriate to the situation
- Put a change coalition into place
- React to changing conditions in the organization to ensure successful implementation
- Anticipate and prepare for the future

Target Audience

This course is applicable to virtually any organization in any industry sector. Within the organization, the course specifically targets: Department heads, team leaders, managers at any level wanting to create change within the organization, and anyone wishing to know more about organizational analysis.

Organizational Outcomes

Participants who complete this course will be able to:

- Describe the unique challenges in leading change coalitions
- Describe the two dimensions of coalition leadership
- Identify the pitfalls and problems that coalitions often face
- Discuss the essential components of bargaining and negotiating with other coalitions
- Identify changing conditions that will impact your change coalition
- Discuss the four different outcomes you can realize as a change leader
- Prepare for your next change initiative

Course Benefits

In this course, participants learn about:

- Solidifying their coalition
- Mapping differences among coalition members
- Propagating ideas and diversifying their network
- The two dimensions of coalition leadership
- Avoiding traps of insular coalitions
- Recognizing and responding to changing conditions within the organization
- The Change Outcome Matrix and responding to different outcomes
- Ongoing and proactive change

Certificate

This course is part of the following certificates:

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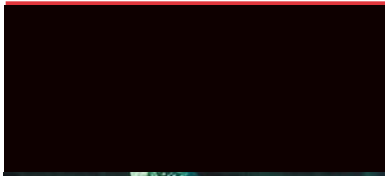
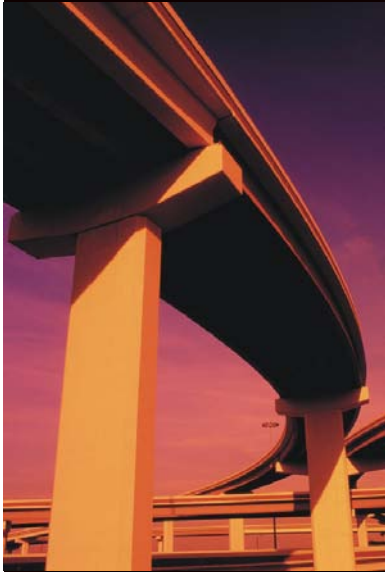
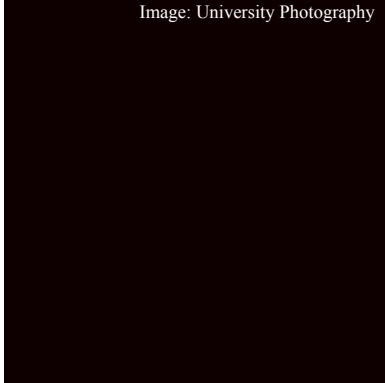


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